

Arizona Health Improvement Plan

Cross-Cutting Health Issues

Cross-Cutting issues identified during the development of the Arizona Health Improvement Plan include:

- **Built Environment**
- **School Health**
- **Worksite Wellness**
- **Access to Care**

Addressing each of these issues in collaboration with community partners has the ability to significantly impact large numbers of Arizonans. Each issue identified represents areas that were discussed in multiple workgroups of the Arizona Health Improvement Plan, and will have impact on not just one but many of the health priorities identified in the plan.

Cross-Cutting Issue: Built Environment

Strategy: Enhance the physical and built environment of communities to improve overall health

Tactics At-A-Glance:

- Promote “Health in All Policies” to integrate health considerations throughout public policy making processes.
- Support and promote affordable housing development and rehabilitation of existing housing to promote healthy choices and lifestyles
- Ensure impacts on community health are considered during land use and transportation planning.
- Promote, expand, and connect open space and recreational facilities to create opportunities to be physically active.

Tactic 1: Promote “Health in All Policies (HIAP)” to integrate health considerations throughout public policy making processes.

Action Item(s)	Completion Timeframe
1. Educate policy makers on Health in All Policies and the merits of using this approach in decision making. ^{1,2}	2018-2020
2. Monitor and support the integration of HIAP (e.g., Health Impact Assessments) into proposed policies, plans, projects, and programs. ^{1,2}	2017-2020
3. Launch 2017 as the “Year of Healthy Communities” in partnership with cross sector and local initiatives. ^{3,4}	2017
4. Educate partners and the public on opportunities to influence city and county planning processes. ¹	2017-2020

Partners in Action: Arizona Alliance for Livable Communities¹, Arizona Department of Health Services², Arizona Partnership for Healthy Communities³, and Vitalyst⁴

Tactic 2: Support and promote affordable housing development and rehabilitation of existing housing to promote healthy choices and lifestyles

Action Item(s)	Completion Timeframe
1. Encourage more resources for affordable housing development and preservation ¹	2020
2. Encourage mixed-use housing development with easy access to employment, education, recreation, transportation options, shopping, healthy food, and health care ¹	2020
3. Support design, construction, and rehabilitation of healthy homes that are safe, conserve energy, universally designed, and support active living ¹	2020
4. Promote equal access to housing (e.g. Education and outreach for property owners regarding rental vouchers and fair housing) ¹	2020
5. Provide services and permanent housing solutions for homeless individuals and families ¹	2020

Partners in Action: Arizona Housing Alliance¹

Tactic 3: Ensure impacts on community health are considered during land use and transportation planning.

Action Item(s)	Completion Timeframe
1. Promote adoption and implementation of complete transportation policies (e.g., complete streets). ^{3,7}	2017
2. Improve and promote pedestrian and bicycle infrastructure and policies to provide connectivity between neighborhoods (i.e., parks, schools, shopping and employment). ^{3,4}	2020
3. Promote pedestrian and bicycle infrastructure as equals to other modes of transportation. ³	2020
4. Promote high capacity transit options to reduce reliance on automobiles and improve air quality. ²	2020
5. Incorporate land use and transportation planning that considers the modal choices of the future. ²	2020

Partners in Action: Maricopa Association of Governments², Living Streets Alliance³, Southwest Bike Initiative⁴, Vitalyst⁷

Tactic 4: Promote, expand, and connect open space and recreational facilities to create opportunities to be physically active.

Action Item(s)	Completion Timeframe
1. Promote physical activities by providing wayfinding (e.g., nearby walking trail maps, access to nearby facilities, point of decision prompts, stair challenges, etc.)	2019
2. Promote public and private partnerships that open recreation facilities for public use.	2020
3. Improve access to and condition of parks, trails, and community centers for people of all abilities.	2020
4. Support the creation of safe, accessible parks, open spaces, and community centers in all neighborhoods.	2020

Partners in Action: Local communities, County Health Departments

Cross-Cutting Issue: School Health

Strategy: Support schools in promoting the health and safety of students.

Tactics At-A-Glance:

- Promote implementation of local wellness policies at the school site level.
- Support the expansion of Physical Activity and Physical Education at school.
- Encourage and promote resources and curricula to support a Sun Safety environment.
- Increase participation in Child Nutrition programs through collaboration of school/community improvement design.
- Provide information and education about the prevention of and response to bullying.
- Encourage and promote resources and curricula that will support substance abuse prevention.

Tactic 1: Promote implementation of local wellness policies at the school site level.

Action Item(s)	Completion Timeframe
1. Identify and disseminate local wellness policy implementation resources. ^{1,2}	2018
2. Convene local partners (e.g., Districts, School Nutrition Association of AZ) to unify messaging, maximize resources, and coordinate efforts	2017
3. Assist schools with updating, implementing and evaluating local wellness policies to make them actionable. ^{3,4}	2018
4. Provide technical assistance to school districts and other partners on how to incorporate wellness policies in annual district improvement plans ¹	2018
5. Provide professional development opportunities to districts and partners on policy implementation and USDA regulations.	2017

Partners in Action: Action for Health Kids¹, Alliance for Healthy Generations², Arizona Department of Education³, Arizona Department of Health Services⁴, Maricopa County Department of Health⁵, and University of Arizona Cooperative Extension⁶

Tactic 2: Support the expansion of Physical Activity and Physical Education at school.

Action Item(s)	Completion Timeframe
1. Convene community, local and state stakeholders to establish a statewide collaborative. ^{1,3}	2017
2. Document innovative and best practices and benefits of increased Physical Activity. ^{2,4}	2018
3. Provide technical assistance and professional development to Physical Education teachers to increase moderate to vigorous Physical Activity and Physical Education in schools. ^{2,4}	2018

Partners in Action: Action for Healthy Kids¹, Arizona Department of Education², Arizona Health and Physical Education³, and Edunuity⁴

Cross-Cutting Issue: School Health

Tactic 3: Encourage and promote resources and curricula to support a Sun Safety environment.

Action Item(s)	Completion Timeframe
1. Identify and disseminate Sun Safety resources. ¹	2018
2. Encourage the integration of sun protection in school facilities, curricula and policies. ¹	2018
3. Promote sun safe physical activity on high UV Index days. ¹	2018

Partners in Action: Arizona Department of Health Services¹

Tactic 4: Increase participation in Child Nutrition programs through collaboration of school/community improvement design.

Action Item(s)	Completion Timeframe
1. Encourage District participation in the <i>Child Nutrition Programs</i> . ¹	2018
2. Work with partners to support and encourage participation in school breakfast, summer meal, Child and Adult Care Food Program, and fresh fruits and vegetable programs. ^{1,3}	2018
3. Support Arizona Department of Education Health and Nutrition Services efforts to increase participation in child nutrition programs. ²	2017

Partners in Action: Arizona Department of Education¹, Arizona Department of Health Services², and Arizona Dairy Council³

Tactic 5: Provide information and education about the prevention of and response to bullying.

Action Item(s)	Completion Timeframe
1. Assess interventions used in response to bullying. ¹	2018
2. Leverage current infrastructure for school health advisory councils on social emotional wellness to include bullying and school safety. ¹	2018
3. Provide technical assistance to Districts on examples of policies and procedures to prevent and report bullying for inclusion in local wellness policies. ¹	2019
4. Provide tools, resources, and training to educate staff, students and parents on bullying. ¹	2019

Partners in Action: Arizona Department of Health Services¹

Tactic 6: Encourage and promote resources and curricula that will support substance abuse prevention.

Action Item(s)	Completion Timeframe
1. Promote the expansion of substance abuse prevention program, e.g., peer-to-peer. ²	2018
2. Provide technical assistance to Districts on examples of policies and procedures to prevent substance abuse in local wellness policies. ^{1,2}	2019
3. Provide tools, resources, and training to educate staff, students, and parents on substance abuse. ¹	2018

Partners in Action: Arizona Department of Health Services¹ and Governor's Office of Youth, Faith, and Family²

Cross-Cutting Issue: Worksite Wellness

Strategy: Encourage all employers to provide effective workplace wellness programs.

Tactics At-A-Glance:

- Increase awareness and promotion about the health cost benefits and key components of Worksite Wellness Programs among Arizona employers.
- Increase use of the CDC Worksite Scorecard among employers with a Worksite Wellness Program.
- Increase availability of influenza vaccinations offered at Arizona Worksites.
- Increase use of environmental and policy approaches at the worksite to promote or increase physical activity, smoke free worksites, comprehensive tobacco cessation programs, reduce environmental risk and address worksite stressors.
- Increase awareness and education among employers about Making It Work Arizona – Breastfeeding Friendly Worksite Toolkit.
- Increase awareness and promotion of early health screening and detection at Arizona Worksites.

Tactic 1: Increase awareness and promotion about the health cost benefits and key components of Worksite Wellness Programs among Arizona employers.

Action Item(s)	Completion Timeframe
1. Coordinate promotion of Worksite Wellness Programs among Arizona Employers. ¹	2017
2. Provide training and technical assistance (e.g., models, tools, risk assessment) to Arizona employers on how to develop or enhance healthy worksites and understand the benefits for their organization. ¹	2017
3. Provide technical assistance on becoming a recognized Healthy Arizona Worksite Program . ¹	2017

Partners in Action: Maricopa County Department of Public Health¹

Tactic 2: Increase use of the CDC Worksite Scorecard among employers with a Worksite Wellness Program.

Action Item(s)	Completion Timeframe
1. Provide trainings to employers on the CDC Scorecard purpose ^{1,3}	2017
2. Provide technical assistance to employers on completing CDC Scorecard. ¹	2017

Partners in Action: Maricopa County Department of Public Health¹

Tactic 3: Increase availability of influenza vaccinations offered at Arizona Worksites.

Action Item(s)	Completion Timeframe
1. Provide technical assistance, education, and resources to increase influenza vaccination coverage in the Arizona workforce. ^{1,2}	2018

Partners in Action: Maricopa County Department of Public Health¹ and The Arizona Partnership for Immunization²

Cross-Cutting Issue: Worksite Wellness

Tactic 4: Increase use of environmental and policy approaches at the worksite to promote or increase physical activity, smoke free worksites, comprehensive tobacco cessation programs, reduce environmental risk and address worksite stressors.

Action Item(s)	Completion Timeframe
1. Provide indoor or outdoor walking trail maps, access to facilities, healthy choices prompts, stair challenges, etc. ^{1,4}	2020
2. Coordinate and provide onsite employee referral to tobacco cessation programs (e.g., ASHLine). ^{1,4}	2020
3. Provide technical assistance to implement and promote compliance with mandatory seatbelt use for drivers and passengers when using or riding in worksite or private vehicles. ^{1,3}	2020
4. Coordinate and provide technical assistance and resources on how to implement comprehensive tobacco cessation programs that include FDA approved medications, therapies, and counseling, and referral (e.g., ASHLine) and smoke free environments. ^{1,3}	2018
5. Educate employers and employees on applicable safety and health standards for hazards in the work environment. ⁴	2020

Partners in Action: American Heart Association¹, Arizona Smoke Free Coalition², Arizona Smokers Help Line (ASHLine)³, Maricopa County Department of Public Health⁴ and The Arizona Partnership for Immunization⁵

Tactic 5: Increase awareness and education among employers about Making It Work Arizona – Breastfeeding Friendly Worksite Toolkit.

Action Item(s)	Completion Timeframe
1. Promote the ease of implementing the Lactation Accommodation Program in the workplace. ²	2018
2. Provide technical assistance and training on the Lactation Accommodation Program. ^{1,2}	2018

Partners in Action: Arizona Department of Health Services¹ and Maricopa County Department of Public Health²

Tactic 6: Increase awareness and promotion of early health screening and detection at Arizona Worksites.

Action Item(s)	Completion Timeframe
1. Coordinate and provide resources for employee education on skin cancer risks. ^{1,3}	2018
2. Encourage employers to provide access to umbrellas, sun shades, and sun screen at the worksite. ^{1,3}	2019
3. Promote the use of self-health checks to include weight and blood pressure. ^{1,3}	2018
4. Promote the use of on-site self-health checks to include mobile mammography, mobile prostate screening and biometric screenings. ^{2,4}	2018
5. Provide trainings to employers on how to educate employees on their screening and prevention benefits (e.g., cancer, hypertension, diabetes, vaccines, etc.) ^{2,4}	2020

Partners in Action: American Heart Association¹, Arizona Cancer Coalition², Arizona Department of Health Services³, and Maricopa County Department of Public Health⁴

Cross-Cutting Issue: Access to Care

Access to Care Strategies At-A-Glance:

- Target outreach efforts to populations who struggle with access to care.
- Expand payment and delivery models to include additional provider types and preventive services that improve health outcomes.
- Improve the health literacy of consumers.
- Increase incentives and leverage funding streams to address identified workforce shortages.
- Support the expansion of Patient- and Family-Centered Medical Homes for comprehensive, high quality and accessible community health care.
- Support Arizona's Medicaid Program.
- Ensure adequate networks in rural, underserved areas and tribal populations.

Strategy 1: Target outreach efforts to populations who struggle with access to care.

Tactic 1a: Improve awareness of and connection to the Cover AZ Coalition.

Action Item(s)	Completion Timeframe
1. Provide outreach materials and educate network of partners, providers, and stakeholders.	2018
2. Identify and utilize existing programs (e.g., KidsCare) for outreach efforts.	

Partners in Action: CoverAZ

Tactic 1b: Increase the number of community health workers helping with outreach efforts.

Action Item(s)	Completion Timeframe
1. Provide trainings on targeted outreach to rural and other underserved populations	2019
2. Provide trainings to community health workers.	
3. Participate in statewide community health worker conference to promote outreach efforts	

Partners in Action: CoverAZ

Tactic 1c: Encourage education on insurance in qualified plans with affordable deductibles and copays.

Action Item(s)	Completion Timeframe
1. Address underinsured populations – look at areas where large #s of uninsured reside	2019
2. Examine pricing structures to better understand a family's ability to purchase and afford treatment	
3. Improve consumer literacy	

Partners in Action: CoverAZ

Cross-Cutting Issue: Access to Care

Strategy 2: Expand payment and delivery models to include additional provider types and preventive services that improve health outcomes.

Tactic 2a: Share innovative, best, and promising practices to include and allow reimbursement of alternative providers.

Action Item(s)	Completion Timeframe
1. Review and analyze best practices for reimbursement of new provider types	2019
2. Inventory value-based purchasing reforms	

Partners in Action: Arizona Association of Health Plans

Tactic 2b: Support health equity for preventive services.

Action Item(s)	Completion Timeframe
1. Host forum with insurers and payers to discuss best practices to improve preventive care screening rates and address cost barriers ¹	2019
2. Promote coverage of evidence-based self-management programs ²	
3. Encourage qualified health plans to provide preventive services ^{1,3}	

Partners in Action: Arizona Alliance for Community Health Centers¹, Arizona Department of Health Services², CoverAZ³

Tactic 2c: Improve access to dental coverage for low-income adults and underserved populations.

Action Item(s)	Completion Timeframe
1. Restore emergency oral health benefits those Medicaid population ²	2020
2. Establish comprehensive dental benefit for pregnant women ²	
3. Address workforce needs for provision of dental services ²	
4. Promote the use of dental sliding fee scales in clinics for low income and underinsured. ¹	
5. Increase the number of sites with sliding fee scales serving low income and underinsured populations. ¹	

Partners in Action: Arizona Alliance for Community Health Centers¹, Arizona Health Care Cost Containment System², and Arizona Dental Association³

Cross-Cutting Issue: Access to Care

Strategy 3: Improve the health literacy of consumers.

Tactic 3a: Improve Provider and Patient Communication.

Action Item(s)	Completion Timeframe
1. Collaborate with provider networks to utilize health literacy assessment tools, e.g., AHRQ Tool. ¹	2019
2. Promote collaboration between health and financial literacy professionals to include knowledge of health insurance opportunities. ²	
3. Disseminate health literacy assessment tools (e.g., AHRQ Tool) to community organizations. ¹	

Partners in Action: Health Literacy Coalition¹ and CoverAZ²

Tactic 3b: Educate individuals on understanding their health benefits and participating in preventive health screenings.

Action Item(s)	Completion Timeframe
1. Host session on health insurance literacy targeting organizations (e.g. social workers, tribal partners) that are not traditionally involved in outreach efforts.	2019
2. Improve understanding of the relationship between screening and diagnostics. ²	
3. Educate individuals on activating and utilizing insurance benefits. ^{1,3}	
4. Promote follow-up communications from providers reminding individuals to utilize their benefits.	

Partners in Action: CoverAZ¹, Komen², and Health Literacy Coalition³

Strategy 4: Increase incentives and leverage funding streams to address identified workforce shortages.

Tactic 4a: Enhance integrated inter-professional workforce development through strategic initiatives.

Action Item(s)	Completion Timeframe
1. Promote integrated inter-professional team-based care. ¹	2020
2. Continue to fund and expand loan repayment programs for healthcare workers. ²	
3. Conduct an inventory of health related professions to determine needs. ^{1,3}	

Partners in Action: University of Arizona Center for Rural Health¹, Arizona Alliance for Community Health Centers², Arizona Nurses Association³

Tactic 4b: Better leverage funds to ensure a well-trained and distributed workforce.

Action Item(s)	Completion Timeframe
1. Inventory health workforce shortages. ^{1,2}	2019
2. Inventory best practices to achieve the greatest impact for the community and workforce.	
3. Improve the ability to utilize all community members to fill the workforce shortages. ³	
4. Promote and Support Graduate Medical Education funding opportunities. ⁴	

Partners in Action: Arizona Nurses Association¹, Vitalyst², Arizona Medical Association³, University of Arizona Center for Rural Health⁴

Cross-Cutting Issue: Access to Care

Strategy 5: Support the expansion of Patient- and Family-Centered Medical Homes for comprehensive, high quality and accessible community health care.

Tactic 5a: Review and disseminate best practices of Patient-and Family-Centered Medical Homes.

Action Item(s)	Completion Timeframe
1. Inventory Patient- and Family-Centered Medical Homes. ¹	2019
2. Distribute successful fiscal models for Patient- and Family-Centered Medical Homes. ¹	
3. Distribute data on high performance providers and educate on practices implemented to support population health. ¹	

Partners in Action: Arizona Alliance for Community Health Centers¹

Tactic 5b: Examine relationships and opportunities for integrated health care.

Action Item(s)	Completion Timeframe
1. Understand provider barriers for becoming a Patient-Centered Medical Home. ¹	2018
2. Collect and disseminate successful integrated health care models including team-based care. ¹	
3. Improve care coordination services to support integrated health care. ¹	

Partners in Action: Arizona Alliance for Community Health Centers¹

Tactic 5c: Educate providers on their responsibility to offer culturally and linguistically appropriate services (CLAS).

Action Item(s)	Completion Timeframe
1. Offer education to providers regarding CLAS Standards and inclusive care. ²	2019
2. Promote resources for providers regarding CLAS Standards. ^{1,2}	
3. Offer education and training related to language access and the impact on health outcomes. ^{1,2}	
4. Promote best practices for providing inclusive care. ²	
5. Gather and share data on racial and ethnic disparities to support provider awareness and education efforts. ¹	

Partners in Action: Arizona Department of Health Services¹ and Health Literacy Coalition²

Cross-Cutting Issue: Access to Care

Strategy 6: Support Arizona's Medicaid Program.

Tactic 6a: Support AHCCCS reforms that continue to improve access to care.

Action Item(s)	Completion Timeframe
1. Review best practices from other states. ¹	2020
2. Support data needs to identify and assist in making recommendations for areas of innovation.	
3. Convene stakeholders to review best, promising and innovative practices to improve health outcomes. ^{3,4}	

Partners in Action: Arizona Alliance for Community Health Centers¹, Arizona Health Care Cost Containment System², Vitalyst³, Arizona Association of Health Plans⁴

Strategy 7: Ensure adequate networks in rural, underserved areas and tribal populations.

Tactic 7a: Assure provider network adequacy.

Action Item(s)	Completion Timeframe
1. Include essential community providers as a part of the local network. ¹	2020
2. Measure and report on metrics for network adequacy, to include: National Health Services Corp, Health Professional Shortage Area Scoring, and State program funding. ²	
3. Improve workforce diversity. ^{3,4,5}	
4. Leverage technology to expand provider networks to rural, underserved, and tribal areas. ¹	

Partners in Action: Arizona Alliance for Community Health Centers¹, Arizona Department of Health Services², Nurses Association³, Vitalyst⁴, Arizona Association of Health Plans⁵

Tactic 7b: Assure insurance network adequacy.

Action Item(s)	Completion Timeframe
1. Improve understanding about network adequacy issues. ¹	2020
2. Review best practices to address surprise billing. ²	
3. Convene insurers, community organizations, and state insurance regulators to discuss community needs. ¹	

Partners in Action: Vitalyst¹ and AARP²